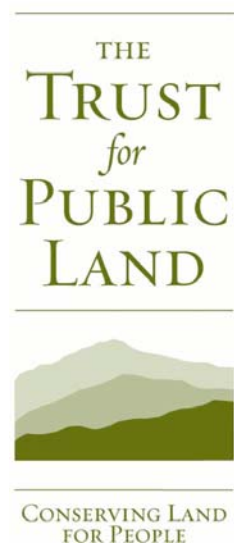


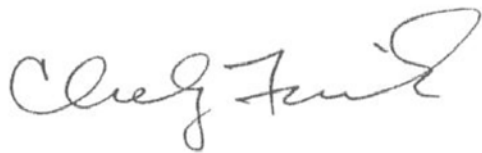
Conserving Land for People in Arizona

The Trust for Public Land-Arizona

The Strategic Plan
Draft November 29, 2006



This Strategic Plan to guide The Trust for Public Land's conservation work in Arizona over the next decade was approved in November 2006.

A handwritten signature in cursive script, appearing to read "Charley Freericks".

Charley Freericks
TPL-Arizona Advisory Board Chair

The TPL-Arizona Advisory Board

TPL is grateful for the vision and commitment of our Arizona Advisory Board, whose work during 2006 made this strategic plan possible. They have encouraged and challenged the staff to take our conservation work in Arizona to a higher level and given our efforts their full support.

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Table of Contents

TPL’s Mission Statement	3
TPL-Arizona Vision Statement	3
TPL’s Mission Values	4
TPL-Arizona Situation Analysis	5
TPL-Arizona Program Goals	10
A. Protect signature landscapes	11
B. Create and enhance parks for people in Arizona	13
C. Conserve the best aspects of Arizona’s rural character	15
D. Partner with communities to shape urban form	17
Implementation Plan	19

TPL-Arizona Strategic Plan

TPL's Mission Statement

The Trust for Public Land conserves land for people to enjoy as parks, gardens and other natural places, ensuring livable communities for generations to come.

TPL-Arizona Vision Statement

The Trust for Public Land will contribute to a high quality of life in Arizona's rapidly developing communities by conserving land and creating parks where people live, work and play.

TPL's work will benefit Arizona's natural, cultural and historic resources. We will focus on protecting Arizona's signature landscapes; increasing public access to trails, parks and open spaces; and preserving those traditional uses of land that benefit the quality of life in the state.

TPL will become a leader in Arizona by providing a comprehensive suite of conservation services—

- Vision: helping agencies and communities define conservation priorities, identify lands to be protected, and plan networks of conserved land that meet public need.
- Finance: helping agencies and communities identify and raise funds for conservation from philanthropic, federal, state and local sources.
- Transactions: structuring, negotiating and completing land transactions that create and conserve parks, playgrounds and natural areas.
- Research and Education: sharing knowledge of conservation issues and techniques to improve the practice of conservation and promote its public benefits.

—to help landowners, leaders and citizens conserve those places that contribute to community character and ensure livable communities for generations to come.

TPL's Mission Values

The Trust for Public Land holds the following values to be both true and essential to the meaning and intent of our mission:

- ***A relationship between people and nature is critical for healthy people and a healthy landscape.***
A positive relationship with nature is essential for our physical, spiritual, and economic well-being. Land conservation that makes accessible healthy landscapes helps to create this broad range of human health benefits.
- ***Close-to-home parks and nature are essential.***
When we conserve land and nature where people live, work, and play, land conservation touches our daily lives. It protects those special places that give our communities their character and reminds us of what we value and appreciate in our relationship with the natural world.
- ***The process of conserving land and creating parks is powerful and inspirational.***
When people come together to protect the places they love, either remote or nearby, they harness their passion for what really matters. They demonstrate their hope and commitment to the future and inspire themselves and others to take action to make the world a better place.
- ***Conservation should encompass all landscapes from inner city to wilderness.***
Nature is not an isolated landscape. Conserving land from inner city to wilderness is the best way to understand and support the critical interdependency of healthy human habitat and healthy natural habitat. Recognizing that we are part of a whole and wonderful natural world helps foster a land ethic that, to paraphrase ecologist Aldo Leopold, "...treats land not as a commodity, but as a community of which humans are members."
- ***Equity and fairness matter.***
Because a positive connection with the natural world is essential to human health and well-being, conservation must serve all people and all communities, regardless of income, ethnicity, or geography. Our definition of equity and fairness includes the need to consider the health of all other species.

TPL-Arizona Situation Analysis

Arizona is home to some of the most spectacular landscapes in the world, including the Grand Canyon, the Red Rocks of Sedona, the Superstition Mountains, and the vast Sonoran Desert. These landscapes include habitat for a remarkable array of wildlife, with Arizona ranked third in the country for the number of native bird species, second for reptiles and eighth overall for vertebrate animal diversity. It is one of the fastest growing states in the nation, experiencing significant development pressure across all communities. In this period of rapid growth, cities and counties struggle to balance the desire for and inevitability of growth and the cost of providing services to new developments with the preservation of the very quality of life that attracts so many people to the state.

Current Land Use and Growth: Arizona land ownership includes large land holdings by federal and state government, Native American tribes and private owners. Existing federal ownership comprises 42% of the state's area, including some of the nation's crown jewels of publicly owned lands such as three national parks, eight national wildlife refuges, and a number of exceptional BLM conservation landscapes. With nearly 100 federally-designated Wilderness Areas, Arizona has more land in Wilderness Areas (4.5 million acres) than any other state except Alaska and California. State trust land comprises 9.3 million acres, 13% of the state, and constitutes the largest state trust land holdings of any state in the country. A significant portion of state trust land is on the fringe of urban areas and highly sought for both conservation and development, with the Arizona State Land Department's mandated mission and market forces favoring the latter.

Arizona is home to 21 federally recognized Native American Tribes, with land of their reservations and tribal communities totaling 27% of the state. However a number of sites of major cultural importance to Native Americans are in private ownership and threatened by vandalism, theft or development.

Finally, the remaining 18% of the state is in private ownership. These private lands include numerous large ranches containing expanses of native grasslands, critical portions of the Sonoran Desert and other important wildlife habitat, but are very threatened by conversion to subdivision, "ranchettes" or other forms of development.

With growth projections indicating the current population of six million may grow to over 15 million by 2050, it is obvious that large areas of currently open land will be consumed by development over the coming decades. Specific to Arizona will be the anticipated melding of Phoenix and Tucson into one of the nation's future "megapolitan" areas and the build out of large swaths of the Sonoran Desert as the Phoenix valley continues to grow. Within Maricopa County, already the fourth largest country in the country and home to almost two-thirds of the state's residents, and Pinal County are several municipalities that will grow over the coming decades from small rural towns to new cities approaching one million residents.

In the face of such rapid growth, TPL is concerned with the negative impacts on the landscapes that make Arizona special, with the lack of integration of parks and natural areas with the urban and urban fringe environments, with the challenges facing many municipalities to preserve what makes their communities good places to live including accessible parks and conservation-based planning, and with the conversion of working lands from traditional uses to new uses that degrade natural resources and the local economy and way of life.

Arizonan Trends Affecting Land Conservation: As part of TPL's strategic planning process, approximately 40 public agencies and conservation organizations were interviewed in April and May 2006. The following factors were identified by many of those groups as having very significant impacts on future of land conservation (and TPL's work) in Arizona:

- Population growth and development: Projected continued rapid population growth throughout the state will result in rapid land conversion, high real estate prices in both urban and rural areas, and many counties and municipalities being challenged to implement smart, planned growth as their urban forms are shaped by rapid development.
- Water consumption pressure: Rapid growth will stress water sources, including increasing withdrawals from rivers and groundwater supplies that will impact watersheds that are critical for maintaining important riparian systems. Additionally, land use for development will continue to encroach on and threaten critical riparian habitats.
- Development around (or within) protected public lands will negatively impact both public access to those lands and other associated public benefits such as adjacent wildlife habitat, migration corridors, and view-shed protection.
- Protection of important parcels of state trust land is of critical importance to many communities for land conservation and quality-of-life objectives. The failure of the November 2006 state trust land referendum will have a major impact on the future of land conservation in Arizona.
- There is a lack of cohesion in the land conservation community (i.e., between conservation organizations and public agencies) and no broad agreement or leadership across the state on conservation priorities; additionally, there exist challenges in integrated planning across jurisdictional (e.g., county and municipal) boundaries for parks and land conservation.
- The availability of funding for land conservation and new parks in Arizona is very challenging at the federal (i.e., appropriations for federal land acquisitions in Arizona), state and local levels. There are some notable local exceptions through recent voter-approved conservation funding (e.g., Pima County, Coconino County, City of Phoenix).

Additionally, communities across the state face the same issues seen nationwide regarding availability of parks to their residents, particularly parks and trails that are accessible in underserved communities. TPL's experience nationwide is that in a number of cities, as many as two out of three children literally have to place to outdoors: no

close-to-home parks, gardens or playgrounds. A nationwide study of park systems by TPL's Center for City Park Excellence and the Urban Land Institute included three Arizona cities, with results ranging from a very high ranking for the City of Phoenix (in terms of park acreage and parks spending per resident) within its peer group to extremely low rankings for the other two cities.

The Trust for Public Land in Arizona: TPL completed its first land conservation transaction in Arizona in 1980 and has since completed 45 projects. In conserving almost 200,000 acres with a fair market value of \$68 million across the state, TPL has demonstrated its expertise and commitment to conserving land in Arizona. During that time, TPL has operated largely without local staff or an Arizona office, with staff from our regional office in Santa Fe working with Arizona landowners, community members and government agencies to find properties that were spectacular candidates for conservation or under imminent threat, negotiated transactions that benefited all partners, applied for federal, state and local funding, and conveyed the land to the ultimate steward, usually a government agency or local land trust. This approach was cost-effective for a small, entrepreneurial organization and allowed us to preserve many beautiful, significant places, but in a less strategic, more reactionary way.

Following is a quick overview of TPL's recent activity in three primary conservation services—conservation transactions, finance and vision—and likely opportunities for the future:

Conservation Transactions: Successful conservation transactions with a handful of public agencies have been the main focus of TPL's Arizona work in recent years, using TPL's traditional market-based approach to land conservation. Historically a substantial component of TPL's conservation work in Arizona (and across the nation) has been with federal agencies to acquire critical in-holdings; federal funding for such conservation projects is in rapid decline in recent years. There remains a significant number of large, high-priority land acquisitions for federal management agencies in Arizona (e.g. by BLM, Forest Service, National Park Service, Bureau of Reclamation). Success on such federal projects will require focus by TPL local staff and our federal affairs team on the most important of these in order to solve a myriad of funding and real estate challenges.

TPL has also had some success in working with counties and municipalities on open space and park acquisition priorities over the past five years, including Prescott, Queen Creek, Phoenix and Pima County in addition to several projects recently completed with Arizona Game and Fish. These projects, while all furthering TPL's land conservation missions, have tended to be opportunistic and typically not part of more integrated multi-project conservation programs. Our experience from this work is that TPL's impact in Arizona could be greatly enhanced by focusing our staff and other resources on a more select group of landscapes. In addition to resulting in larger programs with more conservation impact, such focus could increase the chances for developing acquisition funding—often the most challenging aspects of these projects—and result in more successful outcomes. Such projects with state agencies, counties and municipalities could also greatly benefit from having local TPL staff; in addition to more interaction

with our agency partners, such local presence would facilitate more partnerships with other conservation organizations, land trusts and community groups in our project work.

While TPL's recent long-range strategic plan for the overall organization (completed in mid-2006) reaffirmed the organization's commitment to land conservation across the broad scope of "inner city to wilderness" landscapes, there is a major nationwide focus on growing our "Parks for People" programs. This reflects TPL's goal to achieve meaningful access to a local park for every American. While TPL's recent work in Arizona has included several land acquisitions for community parks, we recognize that our Arizona strategic plan should consider significant growth in local parks initiatives to be consistent with the national agenda and reflect the importance of "close to home parks" and social equity issues. Such project work would also build on TPL's unique role and expertise as the only national land conservation organization engaged in city park creation.

Conservation Finance and Other Funding: Across the country over the past five years (2001-2006), voters have approved 787 conservation funding measures at the state, county and local levels thereby creating over \$20 billion of new funding for parks and land conservation. In Arizona over this same time, 13 successful voter measures have created \$634 million of new conservation funding.

TPL's conservation finance team advises governments on conservation funding and helps to design, pass, and implement such measures that dedicate new public funds for parks and land conservation, often in partnership with TPL's affiliate, The Conservation Campaign (a 501(c)(4) nonprofit corporation). We believe that our market research and other services in this field is, quite simply, the best available. TPL has had significant success with our conservation finance programs in Arizona, with successful funding measures supported by TPL being approved by voters of Prescott, Scottsdale, Coconino County, and Pima County over the past five years. We consider additional conservation finance measures in Arizona to be vital for both land conservation and TPL's success, and our conservation finance team is currently actively working on four potential local measures throughout the state.

Funding at the state level for land conservation is quite limited, especially given the existing legal moratorium preventing conservation sales of state trust land (under the Arizona Preserve Initiative) for which a \$20 million per year state matching was previously approved. Relatively small amounts of lottery funding are available for land acquisitions by Arizona Game and Fish and Arizona State Parks (currently approximately \$1.5 million per year for each agency). The Arizona Agricultural Protection Commission and Fund created by the legislature in 2002 for protection of agricultural lands was never provided with funding, which also impacts the availability of federal grants that require matching funds. While these state funding shortfalls make land conservation challenging, it also represents additional opportunities for TPL conservation finance services at the state level.

Conservation Vision: TPL’s relatively new conservation vision service provides a framework for communities to prioritize their parks and conservation goals and prepare to take action on funding and land protection strategies. This program includes TPL’s “greenprinting” analysis that helps communities set priorities for a broad range of land protection and parks goals, including conservation priorities, watershed protection, park gap analysis, trail linkages and fragmentation modeling. We have yet to engage Arizona communities in these conservation vision services, but recognize that this could be a very important service for thoughtful and proactive land conservation, in addition to “making the case for conservation”, given the rapid growth facing communities across the state.

A New Direction for TPL’s Work in Arizona: To increase TPL’s effectiveness and raise our land conservation work in Arizona to the next level, TPL management and staff determined that a strategic planning process was critical to focusing our work and resources over the coming decade. One obvious opportunity for consideration in this process is creating an on-the-ground presence that will help us complete the shift to programmatic multi-phase conservation work. A local staff person and other new resources identified through a strategic planning process will enable TPL to reach out to and educate community members, elected leaders, landowners and partners about alternatives to development that pay economically and socially. This local presence, combined with all of TPL’s expertise in complex transactions, will provide services that assist in the identification, planning, funding and acquisition of key lands. This is critical for those communities that have a lot to lose but are ready to act ensure the preservation of those places that define their character and make them a great place to live and visit.

TPL’s Arizona Advisory Board and staff have engaged in a formal strategic planning process to set out three- and ten-year goals and outline strategies and action plans to guide our work. This effort, both the planning process and the resulting document, should represent a more focused, and what we hope will be a more effective, approach to land conservation in Arizona. TPL-Arizona will pursue a more strategic process of fully understanding the issues on the ground, taking the lead in becoming an established, ongoing partner to communities and elected leaders, and offering a full suite of services beyond conservation transaction expertise. Our vision—and we are encouraged by the national TPL organization and our Arizona board to dream big—is to be an organization that leads the way for Arizona as it strikes a balance between growth and the preservation of its special places.

TPL-Arizona Program Goals

TPL’s program goals for our conservation work in Arizona over the next decade are:

Protect signature landscapes

TPL will work to protect Arizona’s signature landscapes.

‘Signature landscapes’ are those that possess high ecological values, provide important public benefits, are threatened without protection by TPL and partners, and that are inspirational.



Conserve the best aspects of Arizona’s rural character

TPL will protect rural landscapes in critical geographic areas to sustain natural and cultural resources important to Arizona.



Create and enhance parks for people in Arizona

TPL will become a recognized leader in partnering with Arizona counties, cities, towns and others to create new parks (and trails), particularly in underserved communities, and to enhance existing parks.



Partner with communities to shape urban form

TPL will be a leader in assisting communities with land use planning that promotes sustainability, livability and the creation of regional open space as they shape urban form.



A. Protect signature landscapes

10-Year Goal: *TPL will work to protect Arizona’s signature landscapes. “Signature landscapes” are those that possess high ecological values, provide important public benefits, are threatened without protection by TPL and partners, and that are inspirational.*

3-Year Goals	By
Identify signature landscapes in which TPL will focus resources for land conservation at a landscape-level over the next ten years.	End 2007
Develop a land conservation plan for each TPL signature landscape.	Mid-2007
Complete high-priority land acquisitions within the TPL-defined signature landscapes. (A specific goal for the number of projects will be determined by Board and staff after the identification of signature landscapes.)	End 2009

Protect signature landscapes (cont.)

“Plans to protect air and water, wilderness and wildlife are in fact plans to protect man.”

— *Stewart Udall*



Strategies and Action Plan

- Establish criteria and selection process between Board and staff
 - **Board and staff to select TPL signature landscapes**, using additional advisors for expertise as appropriate.
-
- **Perform mapping** for each signature landscape to include resource values, ownership of larger properties, and other information to make informed decisions about conservation priorities and inspire others about importance of the projects.
 - **Identify strategic partnerships and likely takeout agencies** for each signature landscape, and develop TPL relationships. Coordinate at least one stakeholder meeting with identified partners.
 - **Prioritize land acquisitions** in consultation with partners and Board.
 - **Develop conservation funding plans** to support acquisitions within each landscape. Thoroughly assess viability of local conservation finance measures. Determine any private funding that may provide operating support to each landscape.
-
- **Option high priority properties and secure funding** to convey these properties into public ownership.
 -
 - **Work with takeout agencies on stewardship issues**, both to ensure long-term protection of TPL project sites and to increase likelihood of completing land acquisitions by agencies.

B. Create and enhance parks for people in Arizona

10-Year Goal: TPL will be a recognized leader in partnering with Arizona counties, cities, towns and others to create new parks (and trails), particularly in underserved communities, and to enhance existing parks.

<i>3-Year Goals</i>	<i>By</i>
<p>Help create or enhance at least four new parks in underserved communities, through parkland acquisition, park design and/or park development.</p> <p>Partner with other organizations to expand or improve public access to existing or new trails (e.g. Maricopa County’s Maricopa Trail).</p>	<p>End 2009</p> <p>End 2009</p>
<p>Position TPL to be a partner in one ‘signature’ urban park project as our flagship park project in Arizona.</p>	<p>End 2007</p>

Create parks for communities in Arizona (cont.)

“Parks are the breathing lungs and the beating hearts of all great cities, and from them come whispers of peace and joy.”
— Seattle mayor James T. Ronald, 1892



Strategies and Action Plan

- **Complete internal needs assessment** of counties, cities and towns (by end of 2006).
 - **Identify 10+ potential community partners** (e.g. counties, cities, towns) with obvious park and trail needs, especially in underserved communities, and develop TPL relationships. TPL’s project focus shall include opportunities to create vibrant community gathering spaces, provide nature-centered play environments, and address special needs (e.g. disabled children, elderly).
Develop viable park and trails projects (acquisition, design and/or development).
 - **Work with conservation vision team to develop cost effective tools for park and trail gap analysis.**
 - **Seek out philanthropic support** for TPL parks and trails program (underwrite operational support, greenprinting analysis, park design costs). Expand TPL’s traditional philanthropic pool to include health, education and non-traditional environmental funders.
 - **Develop funding strategy** for each park and trail opportunity, including federal, state, local and private funding.
 - **Look inside TPL for innovations** to park and trail creation and stewardship that are applicable to Arizona work. Develop unique “TPL branding” elements within our park projects (e.g., art walls).
-
- **Determine appropriate role for TPL in Papago-Salado project** using full suite of TPL’s conservation services.
 - **Develop at least one “non-traditional” strategic partnership** to identify signature park projects (e.g., landscape architecture firms, UofA, ASU, ULI, etc).

C. Conserve the best aspects of Arizona’s rural character

10-Year Goal: TPL will protect rural landscapes in focused geographic areas to sustain natural and cultural resources important to Arizona.

3-Year Goals	By
<p>Increase available public funding and other mechanisms (such as land exchanges) for the protection of working landscapes—both conservation easement and fee acquisitions—that can be utilized for TPL projects.</p> <p>Advocate and assist in the creation of at least \$3-5 million per year of new federal, state and local public funding that can be used for protection of working landscapes in Arizona.</p>	<p>Ongoing</p> <p>End 2009</p>
<p>Protect at least two ranches (or other important rural properties) per year through fee acquisitions and/or conservation easements.</p> <p>If Conserving Arizona’s Future (Proposition 106) passes, determine role(s) for TPL to work with counties and communities on acquisition of provisional-status lands. Such role(s) could include transactional assistance, development of funding mechanisms and stewardship models for managing new land holdings.</p>	<p>End 2009</p> <p>Ongoing</p>

Conserve Arizona's rural character (cont.)

*“The conservation of natural resources is the fundamental problem. Unless we solve that problem it will avail us little to solve all others.”
— Theodore Roosevelt*



Strategies and Action Plan

- **Expand federal, state and local conservation funding** that will benefit TPL land protection. Assess conservation finance measures with counties where TPL active. Work with Governor's Office and Legislature for funding of existing state agricultural protection program. Work with federal affairs and USDA on increasing eligibility of federal Farm and Ranchland Protection Program to better fit protection of Arizona ranches. Seek out working land projects with federal agency connections for use of federal funding.
- **Seek out opportunities and partnerships to facilitate federal land exchanges** as means to complete large-scale land conservation efforts by TPL. Identify private sector exchange proponents with values that fit with TPL and develop partnerships.

- **Develop a select group of geographic areas** in which to focus TPL's work on protection of rural landscapes and working lands.
- Position TPL as go-to partner for Arizona's Forest Legacy Program and other logical partnerships for protection of working lands.
- Work with public agencies and conservation groups to identify key working landscape properties. Develop relationships with key landowners and seek to acquire conservation easements (or fee, if appropriate) to protect those properties.
- Explore opportunities for TPL to protect working landscapes through military installation buffers (e.g. ranches surrounding military bases). Work with federal affairs on DOD funding programs.
- Seek partnering roles with developers and other groups in sustainable development projects that further TPL's conservation work.

- **Develop relationships with key tribes**, especially those in "signature. landscape" and urban areas. Look at opportunities for tribal participation and cultural resources in all of TPL's land conservation projects.

D. Partner with communities to shape urban form

10-Year Goal: TPL will be a leader in assisting communities with land use planning that promotes sustainability, livability and the creation of regional open space as they shape urban form.

<i>3-Year Goals</i>	<i>By</i>
Bring full suite of TPL conservation services to Arizona.	Ongoing
Complete at least four conservation vision/greenprinting projects and at least four conservation finance measures.	End 2009

Help communities shape urban form (cont.)

“Seizing the Opportunity, What Now?.... Take a piece of land. Fill it with a million people. What should it look like? How should we decide? These are the questions and opportunities that Arizona faces.”

*— ASU’s Morrison Institute for Public Policy,
The Treasure of the Superstitions*



Strategies and Action Plan

- Conduct needs assessment with local governments. Work with Community Planning Office of Arizona Department of Commerce to identify needs around the state.
- Build strong relationships with rapidly growing municipalities and counties, and market TPL’s capabilities to them.
- Find opportunities to make the case for conservation to elected officials, especially in smaller communities.
- Seek out opportunities for military base buffers and/or base additions as they might shape urban form.
- Hire local TPL person by early 2007 (no later than end of first quarter) or as funding available. Establish full Arizona state office by no later than end of 2009.

TPL-Arizona Implementation Plan

TPL-Arizona can achieve greater mission impact by enhancing and increasing our staff expertise, by cultivating the engagement of volunteers, and improving the effectiveness of activities such as development, marketing, and planning, and enhance our systems and resources.

Staffing

Arizona Director: TPL will hire a new high-level staff member based in metro-Phoenix. This person will further establish our presence in the state by pursuing new relationships, representing the organization throughout the land use, conservation and political communities, cultivating supporters of all kinds, and building TPL-Arizona's programs and project pipeline. This person, as part of the Arizona team, will help make TPL the go-to organization for conservation issues closely affecting people.

This person should come to TPL with connections throughout Arizona in land use and conservation communities; be knowledgeable and active in state and local politics; be comfortable representing the organization in a variety of situations, including public presentations and press contact; and have an excellent reputation.

Administrative Support: We have learned from past experience that high level staff require administrative support in order to participate fully in the larger organization and be effective leaders. We recommend that our Arizona-based staff have some direct administrative support.

Development Staff: TPL is aware that local development staff would greatly facilitate fundraising. Development staff will be added as funding allows.

Board Members: TPL-Arizona's mission is served by a talented group of board members, all leaders in their fields, who possess a wide variety of skills. We will examine in detail the types of expertise available to us, consider other types of expertise that would serve the mission, and engage an executive committee in search for new board members. People with philanthropic capacity, connections and inclination are among our priorities.

Development

To become a conservation leader, TPL-Arizona must invest in its staffing and visioning and planning resources. Such a capacity campaign will require an entirely new development plan drawing on the talents of all team members.

The TPL-Arizona Advisory Board has pledged \$30,000 a year for two years toward our capacity campaign goal. Grant proposals are pending with foundations and requests have been made to individuals. TPL will continue to support the Arizona program.

Marketing and Communications

Our strategic planning process has helped staff and board articulate focused goals and strategies. Next we must test our plan externally and ensure that our message resonates with the public and potential supporters with a variety of perspectives. Ultimately our message, formally articulated, must both reflect our new direction and inspire people to support our efforts.

TPL has resources to help with this process. The Western Region has a contract with Fenton Communications to conduct framing exercises designed to enable staff and volunteers to frame our message in language that reflects the perspective of the audience. TPL's national marketing department will conduct focus groups to test our language and fine tune it. The national marketing group will train staff in effective speech to the public and press and conduct a review of our current materials and communication resources.

The Western Region is currently re-organizing its public affairs department. The importance and sophistication of markets like those in Arizona will be taken into account in decisions regarding what staff resources are needed in the new department.

Products of a marketing plan will include:

- A consistent message with the listener's perspective in mind;
- Trained staff with the ability to articulate our vision and show how that vision is manifested through past, current and future work;
- The 30-second elevator speech; and
- New materials and communication resources specific to our Arizona work.